



TORQ Analysis of First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand to Postmasters and Mail Superintendents

INPUT SECTION:

| Transfer | Title | O* NET | Filters | | |
|--------------------|---|------------|------------|----------------------|-----------|
| From Title: | First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand | 53-1021.00 | Abilities: | Importance Level: 50 | Weight: 1 |
| To Title: | Postmasters and Mail Superintendents | 11-9131.00 | Skills: | Importance Level: 69 | Weight: 1 |
| Labor Market Area: | Maine Statewide | | Knowledge: | Importance Level: 69 | Weight: 1 |

OUTPUT SECTION:

Grand TORQ:

90

| Ability TORQ | | | | Skills TORQ | | | | Knowledge TORQ | | | |
|----------------------------|-------|----------------|------|-----------------------|-------|----------------|------|-------------------------------|-------|----------------|------|
| Level | | <div></div> 95 | | Level | | <div></div> 87 | | Level | | <div></div> 87 | |
| Gaps To Narrow if Possible | | | | Upgrade These Skills | | | | Knowledge to Add | | | |
| Ability | Level | Gap | Impt | Skill | Level | Gap | Impt | Knowledge | Level | Gap | Impt |
| No Critical Gaps Recorded! | | | | Active Listening | 75 | 17 | 84 | Public Safety and Security | 58 | 12 | 71 |
| | | | | Reading Comprehension | 69 | 15 | 85 | Customer and Personal Service | 69 | 8 | 77 |
| | | | | Writing | 63 | 17 | 73 | English Language | 58 | 5 | 75 |
| | | | | Negotiation | 65 | 16 | 71 | Production and Processing | 64 | 5 | 72 |
| | | | | Coordination | 71 | 13 | 75 | Administration and Management | 59 | 1 | 80 |
| | | | | Speaking | 67 | 9 | 80 | | | | |
| | | | | Active Learning | 63 | 10 | 69 | | | | |
| | | | | Learning Strategies | 63 | 9 | 69 | | | | |
| | | | | Critical Thinking | 69 | 3 | 71 | | | | |

LEVEL and IMPT (IMPORTANCE) refer to the Target Postmasters and Mail Superintendents. GAP refers to level difference between First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand and Postmasters and Mail Superintendents.

ASK ANALYSIS

Ability Level Comparison - Abilities with importance scores over 50

| Description | First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand | Postmasters and Mail Superintendents | Importance |
|-------------|---|--------------------------------------|------------|
| | | | |



| | | | |
|-----------------------|----|----|----|
| Oral Comprehension | 55 | 51 | 72 |
| Oral Expression | 55 | 53 | 72 |
| Problem Sensitivity | 51 | 44 | 72 |
| Written Comprehension | 51 | 51 | 68 |
| Inductive Reasoning | 46 | 41 | 68 |
| Information Ordering | 53 | 46 | 68 |
| Deductive Reasoning | 50 | 46 | 65 |
| Speech Recognition | 46 | 46 | 65 |
| Speech Clarity | 48 | 44 | 65 |
| Category Flexibility | 46 | 44 | 62 |
| Near Vision | 48 | 48 | 62 |
| Written Expression | 55 | 50 | 59 |
| Fluency of Ideas | 44 | 37 | 50 |
| Originality | 44 | 41 | 50 |
| Selective Attention | 44 | 37 | 50 |

Skill Level Comparison - Abilities with importance scores over 69

| Description | First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand | Postmasters and Mail Superintendents | Importance |
|------------------------------|---|--------------------------------------|------------|
| Reading Comprehension | 54 | 69 | 85 |
| Active Listening | 58 | 75 | 84 |
| Time Management | 69 | 65 | 82 |
| Speaking | 58 | 67 | 80 |
| Monitoring | 75 | 73 | 78 |
| Coordination | 58 | 71 | 75 |
| Instructing | 65 | 61 | 75 |
| Writing | 46 | 63 | 73 |
| Critical Thinking | 66 | 69 | 71 |
| Negotiation | 49 | 65 | 71 |
| Judgment and Decision Making | 62 | 59 | 70 |
| Active Learning | 53 | 63 | 69 |
| Learning Strategies | 54 | 63 | 69 |

Knowledge Level Comparison - Knowledge with importance scores over 69

| Description | First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand | Postmasters and Mail Superintendents | Importance |
|-------------|---|--------------------------------------|------------|
|-------------|---|--------------------------------------|------------|



| | | | |
|-------------------------------|----|----|----|
| Administration and Management | 58 | 59 | 80 |
| Customer and Personal Service | 61 | 69 | 77 |
| English Language | 53 | 58 | 75 |
| Production and Processing | 59 | 64 | 72 |
| Public Safety and Security | 46 | 58 | 71 |

Experience & Education Comparison

| Related Work Experience Comparison | | | Required Education Level Comparison | | |
|------------------------------------|---|--------------------------------------|-------------------------------------|---|--------------------------------------|
| Description | First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand | Postmasters and Mail Superintendents | Description | First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand | Postmasters and Mail Superintendents |
| 10+ years | 1% | 0% | Doctoral | 0% | 0% |
| 8-10 years | 0% | 0% | Professional Degree | 0% | 0% |
| 6-8 years | 5% | 0% | Post-Masters Cert | 0% | 0% |
| 4-6 years | 15% | 13% | Master's Degree | 8% | 4% |
| 2-4 years | 42% | 14% | Post-Bachelor Cert | 0% | 0% |
| 1-2 years | 7% | 24% | Bachelors | 31% | 2% |
| 6-12 months | 5% | 36% | AA or Equiv | 5% | 18% |
| 3-6 months | 1% | 2% | Some College | 2% | 8% |
| 1-3 months | 3% | 0% | Post-Secondary Certificate | 4% | 2% |
| 0-1 month | 0% | 0% | High School Diploma or GED | 47% | 57% |
| None | 17% | 7% | No HSD or GED | 0% | 5% |

First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand

Postmasters and Mail Superintendents

Most Common Educational/Training Requirement:

Work experience in a related occupation

Work experience in a related occupation

Job Zone Comparison

3 - Job Zone Three: Medium Preparation Needed

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Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.

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Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.

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Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.

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Tasks

First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand

Postmasters and Mail Superintendents

Core Tasks

Core Tasks

Generalized Work Activities

**Generalized Work Activities:**

- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Organizing, Planning, and Prioritizing Work - Developing specific goals and plans to prioritize, organize, and accomplish your work.
- Developing and Building Teams - Encouraging and building mutual trust, respect, and cooperation among team members.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Identifying Objects, Actions, and Events - Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.

Specific Tasks**Occupation Specific Tasks:**

- Assess training needs of staff; then arrange for or provide appropriate instruction.
- Check specifications of materials loaded or unloaded against information contained in work orders.
- Collaborate with workers and managers to solve work-related problems.
- Conduct staff meetings to relay general information or to address specific topics such as safety.
- Counsel employees in work-related activities, personal growth, and career development.
- Estimate material, time, and staffing requirements for a given project, based on work orders, job specifications, and experience.
- Evaluate employee performance, and prepare performance appraisals.
- Examine freight to determine loading sequences.
- Inform designated employees or departments of items loaded, and problems encountered.
- Inspect equipment for wear and for conformance to specifications.
- Inspect job sites to determine the extent

Generalized Work Activities:

- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.
- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Documenting/Recording Information - Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.
- Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems.
- Processing Information - Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.

Specific Tasks**Occupation Specific Tasks:**

- Collect rents for post office boxes.
- Confer with suppliers to obtain bids for proposed purchases and to requisition supplies; disburse funds according to federal regulations.
- Direct and coordinate operational, management, and supportive services of one or a number of postal facilities.
- Hire and train employees, and evaluate their performance.
- Inform the public of available services, and of postal laws and regulations.
- Issue and cash money orders.
- Negotiate labor disputes.
- Organize and supervise activities such as the processing of incoming and outgoing mail.
- Prepare and submit detailed and summary reports of post office activities to designated supervisors.
- Prepare employee work schedules.
- Resolve customer complaints.
- Select and train postmasters and managers of associate postal units.

Detailed Tasks**Detailed Work Activities:**

- assign work to staff or employees
- assist public in complying with Postal Service regulations
- conduct or attend staff meetings
- direct and coordinate activities of workers or staff
- disburse checks to satisfy accounts payable
- evaluate performance of employees or



of maintenance or repairs needed.

- Inventory supplies, and requisition or purchase additional items as necessary.
- Participate in the hiring process by reviewing credentials, conducting interviews, and/or making hiring decisions or recommendations.
- Perform the same work duties as those whom they supervise, and/or perform more difficult or skilled tasks or assist in their performance.
- Plan work schedules and assign duties to maintain adequate staffing levels, to ensure that activities are performed effectively, and to respond to fluctuating workloads.
- Prepare and maintain work records and reports that include information such as employee time and wages, daily receipts, and inspection results.
- Provide assistance in balancing books, tracking, monitoring, and projecting a unit's budget needs, and in developing unit policies and procedures.
- Quote prices to customers.
- Recommend or initiate personnel actions such as promotions, transfers, and disciplinary measures.
- Resolve personnel problems, complaints, and formal grievances when possible, or refer them to higher-level supervisors for resolution.
- Review work throughout the work process and at completion, in order to ensure that it has been performed properly.
- Schedule times of shipment and modes of transportation for materials.
- Transmit and explain work orders to laborers.

Detailed Tasks

Detailed Work Activities:

- assign work to staff or employees
- communicate technical information
- conduct or attend staff meetings
- conduct training for personnel
- demonstrate or explain assembly or use of equipment
- determine loaded cargo complies with regulations or specifications
- direct and coordinate activities of workers or staff
- establish employee performance standards
- inspect machinery or equipment to determine adjustments or repairs needed
- inspect material moving equipment
- inventory stock to ensure adequate supplies
- maintain file of job openings
- maintain inventory of office equipment or

contract personnel

- explain rules, policies or regulations
- hire, discharge, transfer, or promote workers
- mediate or arbitrate disputes
- negotiate business contracts
- organize meetings to address labor disputes
- orient new employees
- oversee execution of organizational or program policies
- prepare reports for management
- provide assistance to post office customers
- provide customer service in postal or mail service setting
- requisition stock, materials, supplies or equipment
- resolve customer or public complaints
- route freight shipments
- schedule employee work hours
- select applicants meeting qualifications

Technology - Examples



furniture

- maintain job descriptions
- maintain production or work records
- maintain records, reports, or files
- modify work procedures or processes to meet deadlines
- monitor worker performance
- orient new employees
- oversee work progress to verify safety or conformance to standards
- prepare or maintain employee records
- prepare reports
- read blueprints
- read technical drawings
- requisition stock, materials, supplies or equipment
- resolve customer or public complaints
- review schedules to obtain cargo loading information
- schedule activities, classes, or events
- schedule employee work hours
- understand second language
- understand technical operating, service or repair manuals
- use oral or written communication techniques
- verify cargo against shipping papers

Technology - Examples

Electronic mail software

- Microsoft Outlook

Enterprise resource planning ERP software

- Sage Accpac ERP

Human resources software

- Employee scheduling software

Inventory management software

- Inventory control software
- Warehouse management software

Office suite software

- Microsoft Office

Spreadsheet software

- Microsoft Excel

Time accounting software

- Time and attendance software

Word processing software

- Microsoft Word

Tools - Examples



- Barcode scanners
- Tape guns
- Desktop computers
- Dollies
- Forklifts
- Glue guns
- Claw hammers
- Handtrucks
- Power hoists
- Hydraulic jacks
- Hoisting hooks
- Personal computers
- Hand planes
- Power saws
- Hand saws
- Scaffolding
- Material-hoisting slings
- Utility knives
- Hydraulic winches
- Overhead cranes
- Banding machines

Labor Market Comparison

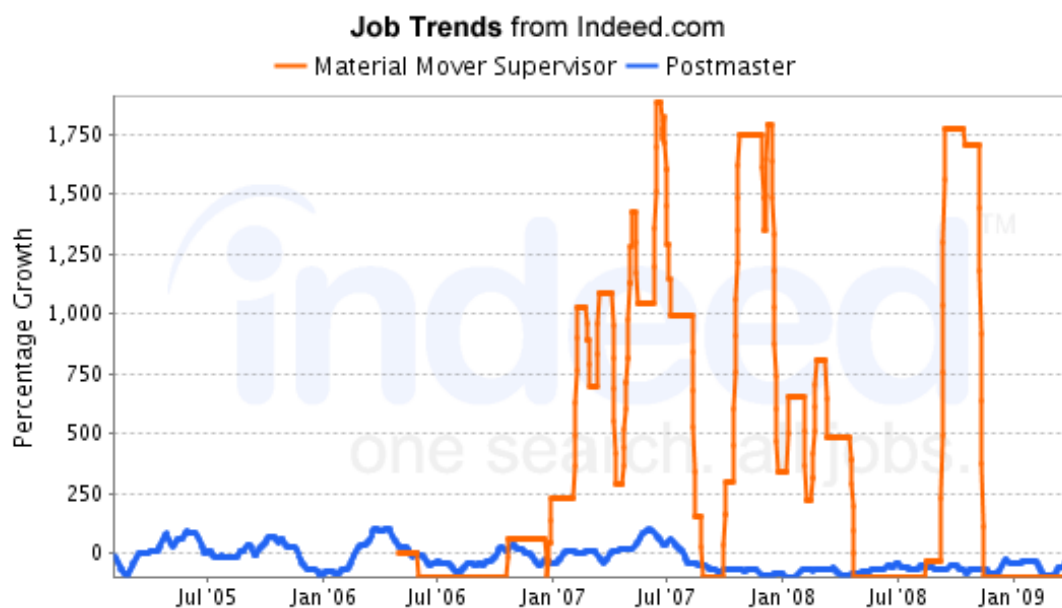
| Description | First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand | Postmasters and Mail Superintendents | Difference |
|-------------------------|---|--------------------------------------|------------|
| Median Wage | \$ 34,540 | \$ 55,200 | \$ 20,660 |
| 10th Percentile Wage | \$ 20,140 | \$ 39,710 | \$ 19,570 |
| 25th Percentile Wage | N/A | N/A | N/A |
| 75th Percentile Wage | \$ 43,730 | \$ 62,540 | \$ 18,810 |
| 90th Percentile Wage | \$ 52,080 | \$ 73,340 | \$ 21,260 |
| Mean Wage | \$ 35,450 | \$ 54,590 | \$ 19,140 |
| Total Employment - 2007 | 1,160 | 420 | -740 |



| | | | |
|---------------------------------------|--------|--------|---------|
| Employment Base - 2006 | 1,153 | 416 | -737 |
| Projected Employment - 2016 | 1,278 | 396 | -882 |
| Projected Job Growth - 2006-2016 | 10.8 % | -4.8 % | -15.6 % |
| Projected Annual Openings - 2006-2016 | 37 | 10 | -27 |

National Job Posting Trends

Trend for First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand

Trend for
Postmasters
and Mail
SuperintendentsData from [Indeed](http://Indeed.com)

Recommended Programs

Public Administration

Public Administration. A program that prepares individuals to serve as managers in the executive arm of local, state, and federal government; and that focuses on the systematic study of executive organization and management. Includes instruction in the roles, development, and principles of public administration; the management of public policy; executive-legislative relations; public budgetary processes and financial management; administrative law; public personnel management; professional ethics; and research methods.

| Institution | Address | City | URL |
|----------------------------------|---------------------|-----------|--|
| University of Maine at Augusta | 46 University Dr | Augusta | www.uma.maine.edu/ |
| University of Maine at Augusta | 46 University Dr | Augusta | www.uma.maine.edu/ |
| University of Maine at Fort Kent | 23 University Drive | Fort Kent | www.umfk.maine.edu |
| University of Maine | | Orono | www.umaine.edu/ |
| University of Maine | | Orono | www.umaine.edu/ |



| University of Maine | | Orono | www.umaine.edu/ |
|---|----------------------|----------------|--|
| University of Maine | | Orono | www.umaine.edu/ |
| | | | |
| Business Administration and Management, General | | | |
| Business Administration and Management, General. A program that generally prepares individuals to plan, organize, direct, and control the functions and processes of a firm or organization. Includes instruction in management theory, human resources management and behavior, accounting and other quantitative methods, purchasing and logistics, organization and production, marketing, and business decision-making. | | | |
| Institution | Address | City | URL |
| Central Maine Community College | 1250 Turner St | Auburn | www.cmcc.edu |
| Central Maine Community College | 1250 Turner St | Auburn | www.cmcc.edu |
| University of Maine at Augusta | 46 University Dr | Augusta | www.uma.maine.edu/ |
| University of Maine at Augusta | 46 University Dr | Augusta | www.uma.maine.edu/ |
| Eastern Maine Community College | 354 Hogan Rd | Bangor | www.emcc.edu |
| Husson College | One College Circle | Bangor | www.husson.edu |
| Husson College | One College Circle | Bangor | www.husson.edu |
| Husson College | One College Circle | Bangor | www.husson.edu |
| Beal College | 99 Farm Road | Bangor | bealcollege.edu |
| University of New England | 11 Hills Beach Rd | Biddeford | WWW.UNE.EDU |
| Washington County Community College | One College Drive | Calais | www.wccc.me.edu |
| University of Maine at Machias | 9 O'Brien Ave | Machias | www.umm.maine.edu |
| University of Maine | | Orono | www.umaine.edu/ |
| University of Maine | | Orono | www.umaine.edu/ |
| University of Maine | | Orono | www.umaine.edu/ |
| Andover College | 901 Washington Ave | Portland | WWW.ANDOVERCOLLEGE.edu |
| University of Southern Maine | 96 Falmouth St | Portland | www.usm.maine.edu |
| University of Southern Maine | 96 Falmouth St | Portland | www.usm.maine.edu |
| University of Southern Maine | 96 Falmouth St | Portland | www.usm.maine.edu |
| University of Southern Maine | 96 Falmouth St | Portland | www.usm.maine.edu |
| Northern Maine Community College | 33 Edgemont Dr | Presque Isle | www.nmcc.edu |
| Southern Maine Community College | 2 Fort Road | South Portland | www.smccME.edu |
| Southern Maine Community College | 2 Fort Road | South Portland | www.smccME.edu |
| Saint Josephs College | 278 Whites Bridge Rd | Standish | www.sjcme.edu |
| Saint Josephs College | 278 Whites Bridge Rd | Standish | www.sjcme.edu |
| Saint Josephs College | 278 Whites Bridge Rd | Standish | www.sjcme.edu |
| Thomas College | 180 W River Rd | Waterville | www.thomas.edu |
| Thomas College | 180 W River Rd | Waterville | www.thomas.edu |



| | | | |
|-------------------------------|-------------------|------------|--|
| Thomas College | 180 W River Rd | Waterville | www.thomas.edu |
| York County Community College | 112 College Drive | Wells | www.yccc.edu |

Maine Statewide Promotion Opportunities for First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand

| O* NET Code | Title | Grand TORQ | Job Zone | Employment | Median Wage | Difference | Growth | Annual Job Openings |
|-------------|---|------------|----------|------------|-------------|-------------|--------|---------------------|
| 53-1021.00 | First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand | 100 | 3 | 1,160 | \$34,540.00 | \$0.00 | 11% | 37 |
| 11-3071.02 | Storage and Distribution Managers | 90 | 3 | 710 | \$62,270.00 | \$27,730.00 | 5% | 25 |
| 11-9131.00 | Postmasters and Mail Superintendents | 90 | 3 | 420 | \$55,200.00 | \$20,660.00 | -5% | 10 |
| 43-5011.00 | Cargo and Freight Agents | 90 | 2 | 170 | \$40,360.00 | \$5,820.00 | 5% | 5 |
| 43-5061.00 | Production, Planning, and Expediting Clerks | 87 | 2 | 1,320 | \$38,490.00 | \$3,950.00 | -1% | 35 |
| 11-3011.00 | Administrative Services Managers | 87 | 4 | 1,090 | \$56,630.00 | \$22,090.00 | 5% | 34 |
| 13-1071.01 | Employment Interviewers | 87 | 3 | 610 | \$41,200.00 | \$6,660.00 | 10% | 19 |
| 13-2071.00 | Loan Counselors | 87 | 4 | 60 | \$35,110.00 | \$570.00 | -3% | 1 |
| 11-3071.01 | Transportation Managers | 87 | 3 | 710 | \$62,270.00 | \$27,730.00 | 5% | 25 |
| 43-5051.00 | Postal Service Clerks | 87 | 2 | 580 | \$44,780.00 | \$10,240.00 | -3% | 13 |
| 13-1072.00 | Compensation, Benefits, and Job Analysis Specialists | 86 | 4 | 770 | \$43,900.00 | \$9,360.00 | 8% | 23 |
| 41-1012.00 | First-Line Supervisors/Managers of Non-Retail Sales Workers | 86 | 4 | 930 | \$55,220.00 | \$20,680.00 | -1% | 19 |
| 41-3031.02 | Sales Agents, Financial Services | 86 | 4 | 0 | \$65,230.00 | \$30,690.00 | 5% | 33 |
| 11-3042.00 | Training and Development Managers | 86 | 4 | 140 | \$66,670.00 | \$32,130.00 | 7% | 4 |
| 11-9051.00 | Food Service Managers | 86 | 3 | 1,150 | \$43,490.00 | \$8,950.00 | 2% | 45 |

**Top Industries for Postmasters and Mail Superintendents**

| Industry | NAICS | % in Industry | Employment | Projected Employment | % Change |
|----------------|--------|---------------|------------|----------------------|----------|
| Postal service | 491100 | 100.00% | 25,870 | 25,653 | -0.84% |

Top Industries for First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand

| Industry | NAICS | % in Industry | Employment | Projected Employment | % Change |
|--|--------|---------------|------------|----------------------|----------|
| Warehousing and storage | 493100 | 9.37% | 17,045 | 22,766 | 33.57% |
| Couriers | 492100 | 6.22% | 11,319 | 12,163 | 7.46% |
| Other automotive repair and maintenance | 811190 | 5.49% | 9,982 | 15,899 | 59.27% |
| General freight trucking | 484100 | 3.87% | 7,038 | 7,960 | 13.11% |
| Grocery and related product wholesalers | 424400 | 3.60% | 6,553 | 7,166 | 9.35% |
| Grocery stores | 445100 | 2.17% | 3,951 | 4,310 | 9.11% |
| Building material and supplies dealers | 444100 | 2.08% | 3,784 | 4,836 | 27.79% |
| Miscellaneous durable goods merchant wholesalers | 423900 | 1.90% | 3,466 | 3,979 | 14.80% |
| Miscellaneous nondurable goods merchant wholesalers | 424900 | 1.59% | 2,894 | 3,146 | 8.72% |
| Local government, excluding education and hospitals | 939300 | 1.53% | 2,782 | 3,125 | 12.34% |
| Lumber and other construction materials merchant wholesalers | 423300 | 1.52% | 2,771 | 3,183 | 14.86% |
| Specialized freight trucking | 484200 | 1.51% | 2,742 | 3,088 | 12.64% |
| Wholesale electronic markets and agents and brokers | 425100 | 1.44% | 2,628 | 2,983 | 13.48% |
| Plastics product manufacturing | 326100 | 1.41% | 2,567 | 2,721 | 6.00% |
| Employment services | 561300 | 1.27% | 2,316 | 2,931 | 26.56% |